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IMPLEMENTATION OF UCHC STUDY RECOMMENDATIONS

INDEPENDENT MONITOR'S REPORT

SPECIAL ACT 08 - 4

February 3, 2009

REPORT AVAILABILITY

**The Project Report is available
on the CASE website at:**

www.ctcase.org

PROJECT COMMITTEE

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BACKGROUND

- **January 2007: UConn authorizes construction of new 352-bed hospital to replace and expand John Dempsey Hospital**
- **March 2007: Committee on Higher Education and Employment Advancement holds public hearing on UConn's replacement hospital proposal**
- **June 2007: CASE named to conduct analysis of UCHC facilities plan**
- **March 2008: CASE Study presented to General Assembly**
- **May/June 2008: CASE named as Independent Monitor for 2-Phase Implementation Process**



BRIEFING AGENDA

- **CASE Introduction**
 - Special Act 08-4: Independent Monitoring Project Phase 1 and Phase 2
 - Review of UCHC Study Recommendations
- **UCHC Report**
 - Principal Clinical Hospital Partnership
 - Connecticut Health Education and Research Collaborative
- **CASE Project Committee Comments**
- **Q & A**



INDEPENDENT MONITORING: PHASE 1

- Development of Vision and Guiding Principles and Solicitation of Interest by UCHC with regional hospital review/input**
- CASE, with assistance of Tripp Umbach, provided UCHC with comments on draft documents**
- June 2008: Vision and Guiding Principles and Solicitation of Interest documents finalized by UCHC**

INDEPENDENT MONITORING: PHASE 2

- CASE required to report periodically on Phase 2 progress & to provide comments on draft affiliation agreements and process**
- June 2008: Solicitation of Interest issued**
- August 2008 – February 2009: Proposals received by UCHC. UCHC & proposers negotiate plans for new relationships**
- January 2009: CASE Report delivered; and General Assembly Briefing held February 3**

2008 UCHC STUDY

UCHC Study Findings and Recommendations

AN OVERVIEW

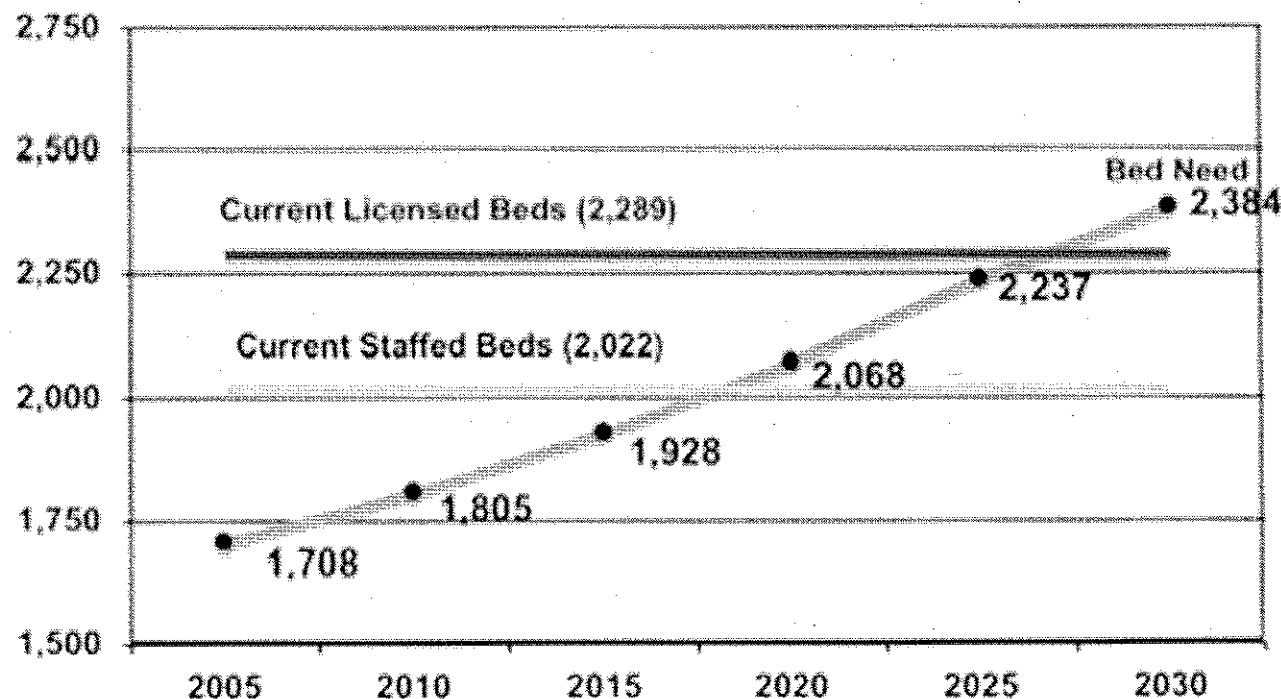
KEY TAKEAWAYS

- 1. UCHC has a strong economic impact on state's economy & is an economic engine for the state**
- 2. JDH as a stand-alone entity has) overall economic impact of \$380.1 million (2008)**
- 3. Based on AAMC economic impact analysis, which includes UCHC and its teaching affiliates, further collaboration with regional hospitals to achieve excellence would also increase academic medicine impact within the region & state.**

Bed Analysis Survey Key Findings

Greater Hartford Region (2005-2030)

- ✓ Additional staffed beds needed in the Greater Hartford Region by 2015
- ✓ Additional licensed beds may be necessary in the area between 2020 & 2025 to meet patient demands



CASE: KEY FINDINGS

- **Current UCHC relationships with regional partners are neither sufficiently defined or adequately developed to fully support ability to achieve excellence in medical education**
- **JDH is outdated and too small to support goal of achieving excellence in academic medicine**

OPTION 1

UCHC builds a new teaching hospital, either of similar size or larger than proposed by UCHC, with state owning and operating the facility

➤ **Considerations:**

- ☐ Provides significant upgrade in hospital facilities
- ☐ New licensed beds not justified
- ☐ Possible negative financial impact on regional hospitals
- ☐ Need for strengthening clinical care partnerships to achieve excellence in UCHC's academic and research mission is not addressed

OPTION 2

UCHC formalizes and strengthens relationships with hospital partners, with several scenarios for construction of new clinical facilities on UCHC campus - not necessarily owned and/or operated by the state

➤ **Considerations:**

- ☐ Provides UCHC with opportunity to strengthen undergraduate and graduate medical education, grow research opportunities and continue to provide high-level clinical care
- ☐ UCHC's past efforts to affiliate with a primary clinical care partner have been unsuccessful, most recently in the late 1990s

OPTION 2

Considerations (*continued*):

- ☐ Development of an effective framework in which UCHC can flourish as a leading academic and research center is critical to its success
- ☐ Common vision of academic medicine that is integral to each partner's clinical care operations is necessary to achieve and sustain the collective mission of excellence in academic medicine

REGARDLESS OF THE OPTION SELECTED

- **Key to success is collaboration and mutual vision of academic medicine**
- **Continued financial support from the State should be expected in order to maintain UCHC's education and research missions**

RECOMMENDATIONS

- **Continuation of status quo – *no change in existing relationships and no new or renovated facilities* – jeopardizes General Assembly goal of UCHC achieving excellence in academic medicine and is not in the best interest of the state**

RECOMMENDATIONS

Focus efforts on implementing Option 2

- Focus is on collaboration between UCHC and regional partners – *developing effective sustainable clinical affiliate relationships*
- Provides best opportunity to meet full range of UCHC's clinical needs
- Reduces or eliminates possible negative financial impact on regional hospitals
- Gives UCHC best chance to be recognized as asset to Greater Hartford Region healthcare system

RECOMMENDATIONS

Option 2 Implementation (*continued*)

- Offers potential for UCHC activities to significantly grow economic impact
- Market exists for clinical healthcare facilities on UCHC campus that should be owned and/or operated by a selected clinical partner
- Clinical facilities in close proximity to UCHC's base of operations will be an important asset to UCHC achieving educational and research goals
- Key issues to resolve include governance, financial and faculty relationships



RECOMMENDATIONS

UCHC to conduct six month “*Solicitation of Interest*” process to select and articulate the detailed working relationships with clinical partners

- **Agreements need to support medical education excellence while taking into consideration needs of stakeholders: UCHC, regional hospitals and residents of Connecticut**
- **Determine type of clinical facilities and clinical services to be provided on UCHC campus**

CONCLUSIONS

- **It is in everyone's best interest that UCHC flourish as a comprehensive academic health center of excellence**
- **Elimination of UCHC as competitor will remove a significant obstacle to development of sustainable partner relationships**

UNIVERSITY OF CONNECTICUT

REPORT ON PROGRESS & PLANS

Principal Clinical Hospital Partnership

**Connecticut Health Education and
Research Collaborative**

***UCONN/UCHC PRESENTATION
PROVIDED SEPARATELY***



INDEPENDENT MONITOR REPORT

CASE PROJECT COMMITTEE

Comments Regarding Phase 2 Proposed Affiliation Agreements

BASIS FOR COMMENTS

- **CASE Committee comments based on meetings with UCHC and its hospital partners and information provided by UCHC**

THE PROCESS

- **Process conducted in good faith**
- **Outcomes expected to be consistent with CASE Study recommendations**
- **Phase 1 “*Vision & Guiding Principles*” provided basis for forming new relationships between UCHC and hospital partners - critical 1st step in creating sustainable system of hospital partners**

PRINCIPAL CLINICAL PARTNERSHIP UCHC & Hartford Healthcare Corporation

- **Proposed replacement hospital to be constructed within existing licensed beds of JDH and HH. *Overcomes major objection of original UCHC plan which added licensed beds to Region***
- **Proposed agreement addresses financial, governance and medical education commitment matters to provide best opportunity for a successful sustainable relationship**

PRINCIPAL CLINICAL PARTNERSHIP UCHC & Hartford Healthcare Corporation

- **Financial**: Plans include commitments from HHC and UCHC/state
- **Governance**: Plan establishes sound interrelationships between UCHC and HHC – each represented on the other's board & both serve on new University Hospital board
- **Medical Education**: Commitment reflected in understanding of organizational cultures and recognizing transition to new model will involve substantive change for each partner

PRINCIPAL CLINICAL PARTNERSHIP UCHC & Hartford Healthcare Corporation

- **Physician Organization:** Importance of formulating single physician organization recognized
 - Transition process identified
 - Proposed organizational structure achieves balance
- **Employee Matters:** Operation of new University Hospital on UCHC Campus utilizing state employees has been addressed
 - Options provided for existing non-union staff and current School of Medicine faculty; Union staff included



HEALTH EDUCATION AND RESEARCH COLLABORATIVE

- **Process provided opportunity for UCHC and regional hospitals to develop understandings as basis for new relationships to enhance & strengthen education & research missions of all partners**
- **Common vision & mission among partners developed through process are vital keys to success and sustainability of relationships**
- **Efforts invested in early stage of Collaborative development provide best opportunity for future success for regional benefits - improved health care, medical education program delivery and research collaboration**



HEALTH EDUCATION AND RESEARCH COLLABORATIVE

- **Additional work is necessary to finalize details of the structure and understandings for successful implementation of the Collaborative**
- **Individual affiliation agreements will need to address key factors identified in CASE Study as important for success including: governance structures, financial commitments, and commitment of hospital partners to academic and research missions of UCHC**
- **Implementation provides opportunity to increase medical and dental school enrollments to meet future state workforce needs**

CONCLUDING REMARKS

- **Special Act 08-4 provided UCHC and regional hospitals a framework to design new Greater Hartford regional healthcare system**
- **Each hospital provided opportunity to identify its commitment to UCHC's "Vision and Guiding Principles" and to determine its interests in forming new relationship with UCHC**

CONCLUDING REMARKS

Affiliation Agreements

Framework and foundations for articulation of detailed agreements have been developed

- **It is necessary for UCHC and its partners to complete process by finalizing affiliation agreements that set forth details of each relationship and operating understandings**

CONCLUDING REMARKS

- **Implementation of plans developed by UCHC and its regional hospital partners expected to provide opportunity for economic growth and new jobs and make the Greater Hartford Region a destination for health care**

CONCLUDING REMARKS

Recommendation

- **The state provide necessary authorizations to begin process of implementing plans to create principal clinical partnership between UCHC and Hartford Healthcare Corporation**
- **The state provide authorization for construction of replacement hospital on UCHC Campus**

CONCLUDING REMARKS

- **Action needed to achieve goals of state and UConn**
- **Failure to act jeopardizes status and research capacity of UConn's medical and dental schools**
- **Failure to act requires continued operation of inefficient, obsolete JDH *OR* assures its eventual closure**
- **Failure to act increases cost of any eventual action**

CONCLUDING REMARKS

It is clear that Connecticut is at a crossroads

- ***Maintain status quo* - OR - Look to future through support of proposed vision for medical education and research in the Greater Hartford Region by endorsing**
 - **Principal partnership**
 - **Construction of replacement hospital**
 - **Formation of the Collaborative that includes UCHC's regional hospital partners – Bristol Hospital, Connecticut Children's Medical Center, St. Francis Hospital, The Hospital of Central Connecticut and the new University Hospital**

Thank You

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Engineering**

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